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SECRET

DDA 81-0629/4

6 May 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Max Hugel
                  Deputy Director for Administration

SUBJECT: Crisis Management

REFERENCES: A. Memo for DCI via DDCI fr DDA, dtd 23 Mar 81, Subj:
                      Your Inquiry to Me with Reference to Using a Computer
                      Base Terminal System for Crisis Management at the DCI
                      Level

                  B. Memo for DDCI fr D/NFAC, dtd 23 Apr 81, Subj: Support
                      to the DCI During Crises (ER 81-6812/2)

                  C. Note for DDA fr IHSA/DDA, dtd 6 May 81, Subj: NFAC
                      Memo to DCI Regarding Support of the DCI During Crisis,
                      dated 23 April 1981

        Bobby:

        1. I have discussed references A and B (copies attached) with [   ]   25X1
the Agency Information Handling Systems Architect, and I attach herewith his note   25X1
to me (reference C) in answer to the NFAC memo. [   ]

        2. I think the proposal that we have made has merit and is a good first
step, at least from the standpoint of developing a prototype to see how this
would work and the functionality of this system. [   ]   25X1

        3. Let me hear from you on this. [   ]   25X1
                                                                                               25X1

                                        Max Hugel

Atts

                                        DDA:MHugel:kmg (6 May 81)
                                        Distribution:
                                          Orig - DDCI w/refs
                                            1 - ER w/ref C
                                            1 - DDA Subj w/ref C &
                                                  refs A & B as bkgd
                                            1 - DDA Chrono
                                            1 - MH Chrono

DOWNGRADE TO UNCLASSIFIED
UPON REMOVAL OF ATTACHMENTS   SECRET

81-0609/3

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NOTE FOR: Max Hugel, DDA

25X1 FROM: IHSA/DDA

SUBJECT: NFAC Memo to DCI Regarding Support of the DCI During
            Crisis, dated 23 April 1981

Max:

     It sounds to me like it is time for us to close the loop
with NFAC--if you think this should be pursued--since the
ultimate provision of any such functionality is their
responsibility.

     The only issue that seems to have been addressed in the
memo is whether a computer-based system would help the DCI in
a crisis situation. NFAC says not in paragraph 1, but it may
be based on the presumption that the suggested system was
solely for the DCI's use.

     The remaining paragraphs talk to what NFAC needs to do
its job better--a different subject.

     There may be a couple of misunderstandings which I would
like to correct, however. First is the possible presumption
that this system is for solely for the DCI. Personally, I
would view it as the crisis support system for the Agency's
senior executives. I do not envision any one person inter-
rogating a terminal in isolation, and then acting for the Agency
on the basis of the information presented, again in isolation.
I think the indicative menu of contents enclosed with my memo
reflects this perspective.

     The second is the use of raw data in the system, which was
definitely not a presumption of the posited system. NFAC
preparation of the input in the context of the Operations Center
was postulated and the menu of contents reflected finished
intelligence. Since there are all shades of "finished" intelligence,
categorizing it is difficult. It is on the level of the President's
Daily Brief, however--finished intelligence prepared in the
Operations Center.

     The enhancement of the NFAC analysis capability that is
discussed seems to be keyed to SAFE, but is not clear. My memo
posited a prototype system to be put up in six months on the

SUBJECT: NFAC Memo to DCI Regarding Support of the DCI During
          Crisis, dated 23 April 1981

Operations Center's minicomputer system. I don't think any
large operational system to support senior executive decision-
makers should be designed without first prototyping the
functionality. That is the only effective way I know of to
sort out such questions as the analyses required, the data
organization, and the interfaces with policy options being
explored elsewhere. A prototype environment permits a
design, trial, and modify approach using the feedback of the
DCI and other senior executives.

     One final comment. On the basis of my limited knowledge,
I am inclined to believe that the concept is not worthwhile
unless a substantial part of the DDO's data is included. Since
I do not believe that the SAFE environment will provide adequate
security for this data, I think a standalone system is required,
much like the current CMASS system. The security factors would
have to be more stringent, however, similar to those for the
DDO's IBM 4331 system. Thus, I do not believe the SAFE system
is likely to be found to be a proper host for a senior executives
information system. SAFE would, of course, provide the analyst
support and thus much of the NFAC input data for such a system.

     If NFAC wants to pursue this further, I think ODP should be
a part to the conversations, since they are likely to have the
design responsibility.

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